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in too many cases has left a coaxing, pampering, disgusting way of dealing with children. The profession of teaching has found it difficult to create a self-discipline "which will whip him soundly every time he disobeys wise laws which he is capable of understanding."

The author joins in the well-nigh universal criticism of the American high school. The blame, so the author thinks, rests upon the university which has commandeered it as a feeder and upon the public which has failed to grapple with the situation. The high school apes the university and fails to serve the evident needs of the community. It will fail until it becomes independent and is a powerful social force.

A. H. YODER.

*Whitewater, Wis.*

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NITOBE, INAZO. *The Japanese Nation: Its Land, Its People and Its Life, With Special Consideration of Its Relations with the United States.* Pp. xiv, 334. Price, \$1.50. New York: G. P. Putnam's Sons, 1912.

These eleven chapters based on lectures delivered during the past academic year at various American universities, from the Atlantic to the Pacific, aim to promote a just understanding of the attitude of Japan toward the United States. This laudable undertaking in behalf of international peace has now passed from the charge of the universities to that of the Carnegie Peace Endowment.

With discrimination coupled with wise and hopeful suggestion, are treated the character of the land and of the people, their history, religion and morals, the present economic and educational conditions of the country, and particularly its past and present relations with the United States. The chapters on Economic Conditions and on Japan as a Colonizer, appeal especially to readers of THE ANNALS.

The 4,223 islands which, according to the *Tribune Almanac*, compose the empire, are reduced by official statistics to 518, those only being counted whose circumference equals one *ri*, or two and a half miles. Their whole extent is less by some 10,000 square miles than that of the State of California, and only about fifteen per cent is arable, the country being so largely mountainous. "Yet from this limited area our peasants produce enough to feed and clothe themselves and the nation and to furnish more than one-half of the silk worn by American ladies" (p. 210). Agriculture engages 60 per cent of the people, and 70 per cent of this class own and work farms of less than two and a half acres. Twelve is "a very respectable holding," and twenty-five acres make the owner "a local magnate" (p. 212). "As for manufacturing and other industrial enterprises, I am glad to say these are growing steadily and on the whole sanely" (p. 222). As yet there is "an unfortunate absence of iron," "lack of skilled labor," and a "predominance of female labor;" "child labor is disproportionately large" (pp. 234-5). "Careful experiments in cotton mills have shown that 300 Japanese operatives are required where 200 English are sufficient and where 100 Americans do the same work. As yet, there seems to be no immediate fear of an industrial Yellow Peril!" (p. 224). "Though as many as 98 per cent of the children of school age (6 to 14 years) are actually attending schools, a considerable portion of these

do so just long enough to follow the letter of the compulsory education law" (pp. 224-5).

"The conditions of labor in the factories are far from satisfactory—in many of them they are positively disgraceful." Yet, "as the new law forbids the employment of children under nine in factories, and the working of women at nights, a starting point is provided for a better condition of things" (p. 224).

For a population half as large as that of the United States, yet penned up in limits no greater than those of the State of Colorado, colonization is a necessity. Emigration to Formosa, Yezo, Korea and Manchuria is encouraged by the government that restricts voluntarily emigration to the United States. The interesting account of Japanese success in controlling and improving refractory Formosa contrasts with the meagre notice of Japanese action in Korea and Manchuria. In regard to these latter, the author alleges foreign misrepresentation and deprecates premature criticism.

While the author of "Bushido," cannot be charged with any lack of admiration for what is distinctively Japanese, he shows himself in the book before us as indeed "shod with the preparation of the gospel of peace." In temperament, ability and education, and in intimate knowledge of western thought and of America in particular, no Japanese is better fitted to appeal to the judgment and good feeling of thinking Americans. If the Chauvinists of neither country can be expected to think and listen, the great majority of well-meaning people on both sides of the Pacific may find in this book ample ground for maintaining inviolate the cordial relations that have existed between the two countries ever since our Commodore Perry sailed up Yedo Bay.

WM. A. HOUGHTON.

Yonkers, N. Y.

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PARKHURST, F. A. *Applied Methods of Scientific Management*. Pp. xii, 325. Price, \$2.00. New York: John Wiley & Sons, 1912; *Addresses and Discussions at the Conference on Scientific Management*, held October 12, 13 and 14, 1911. Pp. xi, 388. Price, \$2.50. Hanover, N. H.: Tuck School, Dartmouth College, 1912.

Since Frederick W. Taylor began his work in scientific management and efficiency, the output of literature upon these subjects has steadily increased. Two of the latest publications are Parkhurst's "Applied Methods of Scientific Management" and the Proceedings of the first conference of the Amos Tuck School of Administration and Finance of Dartmouth College.

The first of these volumes treats of the application of scientific methods in the case of the Ferracute Machine Company of Bridgeton, New Jersey. These methods are particularly adapted to a business employing one hundred people or more. In a general way the work resembles Arnold's "Factory Manager." But where Arnold in the space of his work examined in some detail the organization of several plants, Mr. Parkhurst has devoted an entire volume to the organization of one. As might therefore be anticipated, the work gives an exceedingly minute and thorough treatment of the methods of the company in question. The